FY18 Department Director Work and Performance Plan

NEAL L. DIXON, OFFICE OF THE TAX COLLECTOR

SECTION 1: DEPARTMENT KEY INTIATIVES

Key Initiative #1: Ad Valorem Tax System Contract
Link to Strategic Business Plan: Yes
Description: Contract directly with the North Carolina Property Tax System (NCPTS) vendor for services.
Rationale: Contracting directly with the NCPTS vendor will streamline the process of enhancing the system for Mecklenburg County, provide more control over the direction of the product, and ensure stable costs.
Completion Date: The expected completion date is Q2 FY 2018.
Updates/Project Milestones: - Q1: Finalize the recommended contract proposal with the vendor.   - Q1: Finalize the contract and obtain all necessary approvals.   - Q1: Begin service under the terms of the contract.
Outcome/Measures: End of year reporting ONLY   - Brief statement on if the project addressed the issue it was intended to address. If so, how.   - Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?   - Statement on whether or not performance metric goals were met.

Key Initiative #2: Comprehensive Foreclosure Strategy

Link to Strategic Business Plan:
Yes

Description: The Office of the Tax Collector (OTC) is implementing a comprehensive foreclosure strategy. This strategy is comprised of the following components: Real Estate Services, Legal Services, County Acquisition of Property, Taxpayer Communication, and Non-profit Collaboration.

Rationale: The strategy is to increase the number of completed and/or adjudicated foreclosures, equitably enforce the collection of delinquent taxes, clean up the tax scrolls by breaking the cycle of delinquency, and ultimately to have delinquent properties become tax-producing.

Completion Date: Due to the time necessary to adjudicate foreclosures, the Comprehensive Foreclosure Strategy proof of concept will be realized by FY 2021.

Updates/Project Milestones:
- Q1: Execute public relations outreach in partnership with the Public Information Department promoting the new Tax Foreclosure webpage and application.
- Q2: Establish bidder referral process with real estate services provider and legal services providers.
- Q2: Initiate foreclosures on referred properties with bidders from real estate services providers.
- Q2: Explore collaboration with non-profit entities to acquire property through the foreclosure process.
- Q3: Initiate foreclosures on properties identified by the Office of the Tax Collector to acquire, market, and sell.

Outcome/Measures: End of year reporting ONLY
- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Key Initiative #3: Enhanced Service Delivery and Payment Options

Link to Strategic Business Plan:
Yes

Description: Utilize emerging technology to increase service delivery by allowing taxpayers to opt-in to receive bills electronically via email through an existing vendor. Participate in the Request for Proposal (RFP) for the online payment services due to the expiration of the current contract.

Rationale: Provide taxpayers with enhanced service delivery and payment options.

Completion Date: The expected completion date is Q4 of FY 2018 if the online bill presentment requirements are feasible and cost-effective. The expected completion date is Q4 of FY 2018 for the online payment services implementation.

Updates/Project Milestones:
- Q2: Obtain requirements for implementing online bill presentment through an existing vendor.
- Q4: Implement online bill presentment service, if feasible.
- Q4: Implementation of online payment services.

Outcome/Measures:

End of year reporting ONLY
- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Key Initiative #4: Eliminate 311 Services for the Business Tax Collections Unit

Link to Strategic Business Plan:
No

Description: Eliminate 311 services for the Business Tax Collections (BTC) Unit.

Rationale: The County and City leadership have agreed to eliminate 311 service to the Business Tax Collections Unit due to the impact of the privilege license tax repeal. In the time since the North Carolina General Assembly and the Governor enacted this repeal, the need for service has declined significantly.

Completion Date: The expected completion date is Q4 of FY 2018, dependent on the implementation timeframe of the Govern Gross Receipts Tax System.

Updates/Project Milestones:
- Q1: Finalize a transition plan with the 311 Contact Center.
- Q2: Update Business Tax Collections Unit templates and webpages to replace the 311 Contact Center information with BTC Unit contact information.
- Discontinue use of BizTax to answer calls.
- The County and City budget and finance representatives will work to address any modifications to funding resulting from the implementation of this plan in accordance with the Memorandum of Understanding for 311 service.

Outcome/Measures:

End of year reporting ONLY
- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Key Initiative #5: Gross Receipts Tax System Replacement
Link to Strategic Business Plan: No
Description: The legacy gross receipts tax system has been approved for replacement. The Request for Proposal (RFP) process was completed and a contract with a vendor has been approved. The project began in Q1 of FY 2016. An updated schedule is being finalized.
Rationale: This initiative is a continuation from FY 2017. Approximately $100 Million is collected annually through the twelve-year-old legacy system. Due to the complexity of the current system, it requires daily support by a developer to maintain the system. It is supported by one full-time contractor. The legacy system does not interface well with current software such as Windows7, GIS Tax Collections System, Advantage Finance System, and others. A new system is expected to remedy the issues that have developed as the legacy system nears the end of its lifecycle.
Completion Date: The expected go-live date for the new gross receipts tax system is being finalized.
Updates/Project Milestones: • Execute public relations outreach to affected taxpayers. • Complete user testing and training (UAT). • Go live. • Completion of project implementation services.